**International Issues Management
and Crisis Communication**
MMC 6936 §1325 Syllabus Fall 2013

UF | **College of Journalism
& Communications**
UNIVERSITY *of* FLORIDA

MMC 6936 International Issues Management and Crisis Communication
focuses on practical applications of theory and research to identify and strategically
manage issues that can materially affect the continuity of global organizations.
Emphasis is placed on preparing managers for effective communication during crises,
including the formulation of a strategic crisis communication plan.

Class information: MMC 6936 §1325 is an online, distance-education course in the
UF College of Journalism and Communication's Master of Arts
program, Global Strategic Communication. All class meetings and
discussions are conducted online.

Course goals: The goal of MMC6936 is for students to understand and
appreciate how global issues impact organizational continuity,
how issues are strategically managed and crises averted, and the
importance of ethical, effective crisis communication.

Lecturer: Dr. Linda M. Perry • lmperry@ufl.edu • 273-0749 • 122 Bryant
Space Science Center
Office hours: 10:45 – 12:30 p.m. MWF and by appointment.

Textbook: Heath, Robert L., & Michael J. Palenchar, *Strategic Issues
Management: Organizations and Public Policy Challenges 2nd ed.*,
Sage: Thousand Oaks, Calif., ISBN 978-1-4129-5211-8. This
textbook is available from the UF Bookstore as well as from
Amazon and for Kindle.

Recommended: Fearn-Banks, Kathleen, Crisis Communication: A Casebook
Approach 4th ed. (2011) Routledge: New York, ISBN 13: 978-0-
415-88059-6 (ebk 978-0-415-84952-1)

Online resources: You will have several assignments requiring access to academic
journals and other resources. The UF Libraries provides online
access for distance education students.

Class expectations: The instructor is committed to helping you (1) to improve your
communication and critical thinking skills and (2) to integrate
and apply the theory and principles learned in this course. To
that end, **you can expect** constructive feedback on assignments
and opportunities to apply that feedback on subsequent
assignments. You can also expect opportunities for collaborative
work with colleagues along with guidance from your instructor.
Your instructor expects collegial and regular class
participation using proper netiquette, on-time submission of
assignments and honest effort. Requirements for make-up
exams, assignments, and other work in this course are
consistent with university policies:

https://catalog.ufl.edu/ugrad/current/regulations/info/attendanc
e.aspx.

Assignments: An important part of professional work is meeting deadlines. Therefore, late work is penalized 10% of the available points for that assignment *per day* unless you have a *documented* excused absence.

Two of the assignments (assignments 2 and 3) have a **rewrite option**. You can earn up to half the points you missed on the first version of the work by carefully applying the instructor's feedback.

You will submit assignments electronically in Microsoft Word via Sakai by 11:55 p.m. on the due date, unless otherwise specified. Rewrites, when available, must be submitted *within one week* after the graded assignment is returned to you. **Late rewrites *will not be accepted.*** You are responsible for checking Sakai for *returned* assignments as well as for assuring that submitted assignments have *uploaded* successfully. You should click on the Student Help link in the left-hand navigation pane if you are having trouble uploading documents or accessing the Discussion Board. From the FAQs, click on How do I know if my Assignment was submitted successfully? and follow the directions there.

Schedule of Assignments: **Due Date**

1. Memo to Dr. Perry (I)	Aug. 26
Discussion Board 1: Issues	*Sept. 3*
Discussion Board 2: Scholarship on IM & CC (PR)	*Sept. 23*
Peer Review of DB2	*Sept. 30*
2. Issue Summary & Annotated Bibliography (I, R)	Oct. 7
Discussion Board 3: Priority Issue	*Oct. 14*
Discussion Board 4: IM Strategies	*Oct. 21*
3. Situation, IM Analysis & Recommendation (G, R)	Oct. 28
Discussion Board 5: CC Planning	*Nov. 4*
4. Crisis Communication Plan (G)	Nov. 9

I=Individual; **G**=Group; **PR**=Peer Review; **R**=Rewrite available; **IM**=Issues Management; **CC**=Crisis Communication.

Grading: **Assignment weighting:**

1. Memo (I)	05
2. Issue Tracking & Annotated Bibliography (I)	15
Discussion Board (5):	25
Peer Review:	05
3. Strategic IM Analysis & Recommendation (G)	25
4. Crisis Communication Plan (G)	20
Class Forum	05

Each assignment will be graded according to a rubric. If you have questions or concerns about your grade, please email Dr.

Perry *within one week* of the assignment's being returned to you. The number of points you earn will determine your final grade. For information on current UF policies for assigning grades, see https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

The grading scale is as follows:

A	93 to 100	**C**	73 to 76
A-	90 to 92	**C-**	70 to 72
B+	87 to 89	**D+**	67 to 69
B	83 to 86	**D**	63 to 66
B-	80 to 82	**D-**	60 to 62
C+	77 to 79	**E**	59 & Below

Academic Honesty: Academic honesty is expected in this course, just as high ethical standards are required professionally. There will be zero-tolerance for anything less. That includes not giving, accepting or taking unauthorized aid; plagiarizing websites or others' *or your own* previous work; or doubling on assignments without the written permission of all involved professors and instructors. Violations will be pursued according to university guidelines. You also must adhere to copyright law requirements. Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, or Student Conduct and Conflict Resolution in the Dean of Students Office.

For all work submitted for credit, the following UF student pledge is implied:
"On my honor, I have neither given nor received unauthorized aid in doing this assignment."

Virtual Attendance: To succeed in this course, you must regularly participate in discussion board assignments. We will try to find a time that we can all meet online at regular intervals for synchronous discussions. Except for UF-recognized holidays and the last assignment, dues dates fall on Mondays. New material, related discussion boards and links to related lectures also will be introduced on Mondays. You are responsible for all information delivered online. Extensions for assignment deadlines are granted only in cases of *documented* excused absences.

Course Evaluation: You are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online at https://evaluations.ufl.edu. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments will be available at https://evaluations.ufl.edu/results.

Special Needs: Students requesting accessibility accommodation must first register with the Dean of Students Office, which will provide

documentation for the accommodation needed. It is the *student's responsibility* to assure the documentation is delivered to the instructor. The Disability Resource Center (DRC) coordinates the needed accommodations of students with disabilities. This includes registering disabilities, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. The DRC is located at 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/.

Reading & Assignment Schedule:

Readings are from the textbook.

Week	Topic	Readings
I • Aug. 21	Foundation of Community: Strategic Issues Management	Ch. 1
II • Aug. 26	Scouting the Terrain: Issues Monitoring Creating Issues Monitoring & Analysis Team **DUE Aug. 26:** 1.Memo to Dr. Perry (I)	Ch. 3
III • Sept. 3	Issues Management (IM) & Crisis Communication (CC) **DUE Sept. 3**: *DB1*: Issues	Ch. 8
IV • Sept. 9	Historical Foundations: Public Opinion	Ch. 2
V • Sept. 16	CSR: Ethical Communication	Ch. 4
VI • Sept. 23	Special Interest Activists: Issues, Risk & Crisis **DUE Sept. 23:** *DB2*: Scholarship on IM & CC	Ch. 5
VII • Sept. 30	Issues Communication: Framing & Media Effects **DUE Sept. 30**: PR2: Scholarship on IM & CC	Ch. 6
VIII • Oct. 7	Obligations & Constraints on Issues Communication **DUE Oct. 7:** 2.Issues Summary & Ann. Bibliography (I)	Ch. 7
IX • Oct. 14	Developing the Crisis Communication Plan **DUE Oct. 14**: *DB3*: Priority Issues	Handout
X • Oct. 21	IM & Risk Communication **DUE Oct. 21**: *DB4*: IM Strategies	Ch. 9
XI • Oct. 28	Brand Equity & Organizational Reputation **DUE Oct. 28**: 3.SIM Analysis & Recommendation (G)	Ch. 10
XII • Nov. 4	**DUE Nov. 4:** *DB5*: CC Planning **DUE Nov. 9:** 4.Crisis Communication Plan (G)	

* Rewrites are due one week from the date the assignment is returned to you. The times listed above are approximations. You are responsible for checking Sakai for returned assignments.

Academic Honesty, Software Use, Campus Helping Resources, Services for Students with Disabilities

Academic Honesty

In 1995 the UF student body enacted an honor code and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

The Honor Pledge: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.

On all work submitted for credit by students at the university, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council, or Student Conduct and Conflict Resolution in the Dean of Students Office.

(Source: 2012-2013 Undergraduate Catalog)

It is assumed all work will be completed independently unless the assignment is defined as a group project, in writing by the instructor. This policy will be vigorously upheld at all times in this course.

Software Use

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Campus Helping Resources

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575, **www.counseling.ufl.edu/cwc/**
- Counseling Services
- Groups and Workshops
- Outreach and Consultation
- Self-Help Library
- Training Programs
- Community Provider Database

Career Resource Center, First Floor JWRU, 392-1601, **www.crc.ufl.edu/**